IN REPLY
REFER TO AQB

SEP 301996

MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT
DISTRICTS
DCMC HEADQUARTERS STAFF

SUBJECT: DCMC Memorandum No. 96-54, Procedures for Command Level Monthly Management
Reviews (MMRs) (POLICY)

This is a POLICY Memorandum. It expires when its content is included in DLAD 5000.4, Contract Management (One Book), not to exceed one year. Target Audience: All DCMC employees involved in organizational performance analysis and in preparation and briefing of MMR topics.

DCMC will engage in MMRs for the purpose of assessing organizational performance, performance improvement efforts, and resource management status. These reviews will be presented to the Commander, DCMC, by the Headquarters staff and District Commanders acting in concert to present a comprehensive and accurate picture of the state of the Command as measured against the performance targets and tasks established in each of the Performance Goals of the current DCMC Business Plan. Changes to the MMR process will be made as we gain experience with the specifics of the Management Reviews.

The agenda for all MMRs is attached (Attachment 1) and includes: a) required elements to be briefed for all of the MMR topics, b) a methodology for performing basic performance analysis and reporting on the same, c) a means to determine the overall status of selected metrics, performance goals and resource management areas for exception reporting purposes, and d) examples of standard type charts used for the MMRs. Attachment 2 is the outline of the coordination to be accomplished between the Headquarters and Districts in preparation for MMRs.

The Business Management Office has lead responsibility for the MMR. However, all issues regarding the MMR will be fully coordinated with affected Headquarters elements. Questions about the contents of this memorandum or requests for assistance in preparing for MMRs should be directed to:

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ROBERT W. DREWES
Major General, USAF
Commander

Attachments

Management Reviews

Following is the outline for all subsequent Monthly Management Reviews (MMR). Future MMRs will serve the same purpose as were previously done by MMRs and Business Plan IPRs.

The outline for the MMR has been structured so that it can effectively be used for oversight of our basic management activities and with minor variation, cover performance review, performance improvement review, and resource management, whether the review is used internal or external to the Command. The MMR may be modified from time to time to accommodate and emphasize topics and forums that will occur on a cyclical basis, i.e., Information Resource Management (IRM) updates, DCMC internal reviews, DLA (external) review, and HQ staff or District briefings. These variations are noted in the MMR schedule (distributed separately). However, since the MMR will be used as our principal executive level management forum, we will include all areas noted above in each review and will modify the presentation time and format as appropriate.

Administrative Information

. Briefings will be presented by the DCMC team - HQ and Districts. Briefings will be lead by the HQ staff, however, every fourth MMR will be lead by the Districts and as such, there will be a District emphasis during those briefings. The general approach for briefings will be:
- HQ Staff (AQO/AQB) will give a Command overview for each topic (Mission Performance, Performance Improvement, Resource Management)). That overview will start with a matrix that shows the Command and separate District ratings (Green/Yellow/Red) for that topic. That will be accompanied by specific issues/analysis/etc. necessary to explain ratings less than Green for the Command. HQ will not provide explanation for/analysis of District ratings. Districts will address their Yellow or Red ratings but should also comment on any area rated Green where information would be of interest/concern to the Commander, DCMC.
- All HQ staff elements and Districts will participate separately in the Commanders' Assessment portion of each briefing.
  . The depth of the briefing will be governed by the time available for each briefing (see the MMR schedule). Presenters will adjust the amount of detail in their presentations (verbiage vice charts) to enable the overall briefing to be conducted in the allotted time.
. Briefing Charts:
  . ALL charts will be annotated with the applicable reference in the Business Plan, i.e., 96-1 is Goal 1 in the FY 96 Business Plan, 97-2.2.1.1 is task 2.2.1.1 in the FY 97 Business Plan. In cases where a metric is not in the Business Plan, indicate NA as the reference.
  . Chart information will primarily come from existing information reporting systems (e.g., EIS, ITS, AMS (PowerPlay), etc.). Standard formats shown on the attachments consider existing information reporting system outputs/screens. Presentations will have to be "manually" produced (vice cut and paste from existing systems) until system modifications accomplished to update them with current metrics, Challenges, initiatives, etc. HQ and Districts will use standard formats in DCMC standard (PowerPoint) graphics software to ease the transition to an optimally automated MMR presentation.

Mission Performance - Metrics

- Topics: Top 7 Performance Metrics and supporting `` feeder" and ``complementing" measures.

. Presentation:

 . A brief overview of all metrics noting the percentage of top level and feeder/complementary measures that fall into each of the three categories - standard chart with category array at Attachment 1. Criteria for determining metric status at Attachment 2.

  - Then brief each Top metric and then the associated "feeders" and "complementing" measures for that metric - standard chart at Attachment 3. Comments for brief at Attachment 3a.

   . Issues to be addressed and supporting charts for data/performance analysis at Attachment 4.

 . Brief the Performance Goals from the Business Plan that are intended to/are impacting the top level, feeder or complementing measures as the measures are briefed (i.e., Performance Goal brief will immediately follow the associated metric vice all metrics then all Performance Goals) - standard chart at Attachment 5. Comments for brief at Attachment 5a.

   . Issues to be addressed:

    . Progress against established milestones (for tasks and plans for the Performance Goal).

     - Assessment of ability to complete future milestones on time.

     - Impact the Performance Goal is currently having on performance. (There may be an additional metric, other than the applicable top level, feeder, or complementing metric, that the Performance Goal (initiative) owner is using specifically to determine early impact/benefits. If not, the impact should be evident on the applicable top level, feeder, or complementing metric.)

Performance Improvement - Performance Goals (Challenges and other initiatives)

- Topics:
  - Overview of the Performance Goals.
  - Other Performance Goals per Business Plan except those that relate to Resource Management or have been briefed as part of the Mission Performance explanation. These are briefed by exception, those rated Yellow or Red. See Attachment 2 for rating criteria for Performance Goals.
- Presentation:
  - A brief overview of all Performance Goals noting those that fall into each of the three categories - standard chart with category array at Attachment 6. Criteria for determining Performance Goal status at Attachment 2.
  - Same as above (Performance Goals) except: 1) do not include Resource Management related Performance Goals that will be briefed below and 2) note in the presentation what the intent of the Performance Goal is since it is not automatically associated with a metric

as is the case above - standard chart at Attachment 5. Comments for brief at Attachment 5a.

Resource Management

- Topics:
  - Overview of Resource Management/Business Performance Goals - standard chart at Attachment 7.
    . Budget Execution - Standard chart at Attachment **8.**
    - Personnel (Full Time Equivalent Execution) - Standard chart at Attachment 9.
  . Automated Systems (AQAC only - format determined by AQAC)
- Presentation:
  . Brief overview of all Resource Management/Business Performance Goals noting those that fall into each of the three rating categories - standard chart with category array at Attachment 7. Criteria for determining Performance Goal status at Attachment 2.
  . For Budget and FTEs:
    - For Performance Goals that are logically a part of Resource Management - Same as above (Performance Goals) except note in the presentation what the intent of the Performance Goal is since it is not automatically associated with a metric as is the case above - standard chart at Attachment 5. Comments for brief at Attachment 5a.

Commander's Assessment

. Topic: Prediction of state of organization at end of reporting/performance period (i.e., end of FY). "Macro" level view that considers factors outside the scope of any separate Performance Goal or Metric. All Commanders brief.

- Presentation - standard chart at Attachment 10:
  - Prediction of overall success in meeting performance goals/targets based on progress to date and impact of actions yet to take effect
  . Factors impacting ability to succeed.
  - Etc.

Action Item Review

. Topic: Open/completed action items from previous MMRs.

Presentation: Description of action item and status on chart; DCMC Commander will review and may ask for information as required over and above what is on the chart.

Mission Performance

Performance Metric	DCMC	East	West	Int'l
1. Right Item – Conforming Items				
• Design Defects (3.10.1)				
• First Pass Yield on First Articles (3.3.1)				
• Packaging Discrepancies (3.4.1)				
2. Right Time – On Time Contractor Delivery				
• Delay Forecast Coverage				
• Delay Forecast Timeliness				
• Delay Forecast Accuracy				
• Customer Priority List (CPL) Coverage				
• Engineering Change Cycle Time				
• Schedule Slippage's on Major Programs				
• Shipping Document Cycle Time (3.5.2)				
3. Right Price – Cost Savings & Avoidances				
• Price Negotiation Sustention Rate				
• Negotiation Cycle Time				
• UCA Definitization (2.2.2.2)				
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)				
• Cost Overruns on Major Programs				
• $ Value of Lost/Damaged/Destroyed Government Property (3.2.1)				

ATCH 1

Mission Performance (Con't)

Performance Metric	DCMC	East	West	Int'l
4. Right Advice – Participation in ASPs and RFP Reviews				
• Repeat Requests for Early CAS				
• Adopted Software Recommendations				
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)				
• Single Process Implementation				
• Preaward Survey Timeliness (2.1.2)				
5. Right Reception – Customer Satisfaction				
• Service Standards				
• Trailer Cards				
6. Right Efficiency – Contracts per Person (1.1)				
• Contract Closeout (4.2.2.2)				
• Termination Actions (4.1.2.1)				
• Contractors with CS2 Joint Agreements (3.1.2.2)				
7. Right Talent – Training Hours				
• DAWIA Certification				
• Course Completion (1.1.7)				
• Training Quota Usage				

Matrix Overview/Rating Summary for Metrics, Business Plan Performance Goals, and Resource Management topics:

In order to make our Monthly Management Reviews (MMR) more efficient we will use a visual rating system for all the separate metrics and activities. This will give us a quick picture of our performance and/or accomplishment level. It will also allow us to note up front in the MMR what topics we will present in more depth later in the briefing. The rating system will use three colors to denote status - Green, Yellow, and Red.

Metrics (top level, feeder, complementing) will be rated in accordance with the following criteria:

Green:

. If there is a target performance level, that target will be met based on an analysis of the current performance and/or the resources allocated and process changes made. OR

● If there is no target (Command/District/CAO), performance is improving or remaining steady.

Yellow:

● If there is a target performance level, that target will likely not be met based on an analysis of the current performance and/or the resources allocated and process changes made. However, the target can be met if allocation of additional resources and/or other process changes are made. OR

● If there is no target (Command/District/CAO), performance is steady but in jeopardy for some reason.

Red:

● If there is a target performance level, that target will not be met based on an analysis of the current performance and/or the resources allocated and process changes made. OR

. The target cannot be met or cannot be met unless significant resources and/or process changes are made that will jeopardize other performance areas. OR

. If there is no target (Command/District/CAO), performance is declining.

Performance Goals will be rated in accordance with the following criteria:

Green:

● All milestones (for applicable plans and tasks) due as of the current date have been met and/or future milestones are very likely to be met in the timeframe scheduled. AND

. The metric that the goal is designed to impact, if applicable, is very likely to show the magnitude of the impact predicted when the activity was initiated. AND

. Performance, as measured by the performance indicators and described by the goal, is acceptable considering the point in time during the fiscal year (performance period). AND

. No additional resources past what was originally budgeted are required or additional resources are required and can be reprogrammed at no detriment to other goals/targets.

Yellow:

. All milestones (for applicable plans and tasks) due as of the current date have not been met and/or future milestones are very likely not to be met. OR

. The metric that the Goal is designed to impact, if applicable, may not show the magnitude of the impact predicted when the activity was initiated. OR

ATCH 2

. Performance, as measured by the performance indicators and described by the goal, is not acceptable considering the point in time during the fiscal year (performance period). OR

. Additional resources past what was originally budgeted are required and reprogramming of funds is not possible without detriment to another goal/target.

Red:

. All milestones due as of the current date have not been met and/or future milestones will not be met. OR

● The metric that the activity is designed to impact is not going to show the magnitude, or any change, of the impact predicted when the activity was initiated. OR

. Performance, as measured by the performance indicators and described by the goal, will not be achieved by the end of the fiscal year (performance period). OR

. Significant additional resources past what was originally budgeted are required but are not available within current allocation.

Resource Management Performance (Budget and FTE Execution) will be rated in accordance with the following criteria:

Green:

. Actual performance is <or= .5% (+/-) of the planned level for budget as of the current date, Actual performance is <or= .5% (+/-) of the planned level for the annual "improvement" increment for FTEs. AND

. The annual plan/improvement increment will likely be met.

Yellow:

● Actual performance is >.5% <or= 1 % (+/-) of the planned level for budget as of the current date. Actual performance is >.5% <or= 1% (+/-) of the planned level for the annual "improvement" increment for FTEs. AND

● The annual plan/improvement increment will likely not be met unless some change is implemented soon.

Red:

. Actual performance is > 1%(+/-) of the planned level for budget as of the current date. Actual performance is> 1% (+/-) of the planned level for the annual "improvement" increment for FTEs. AND

. The annual plan/improvement increment will likely not be met or financial management control documents (Monthly Obligation Plan (MOP) or FTE Projection Worksheet) have not been submitted or are unacceptable.

**Note:** Dealing with apparently/real erroneous data.
- If the data that portrays your performance is known to be incorrect but you can produce the correct data, use the "manual" data to rate your metric, advertise the fact that you are using "non-system" data in your presentation, and take appropriate action to correct the system data immediately.
- If the data is incorrect and you cannot produce the correct data, do not brief the performance and analysis of the metric if the erroneous data could effect the rating/analysis. If you can effectively eliminate the erroneous data from your rating determination and analysis, continue with the rating and analysis, advertise the fact that you have discounted the erroneous data in your presentation, and take appropriate action to correct the system data immediately.

Right "Stuff"

Conforming Items
(Usable Lab Tested Items/# Tested)

ATCH 3
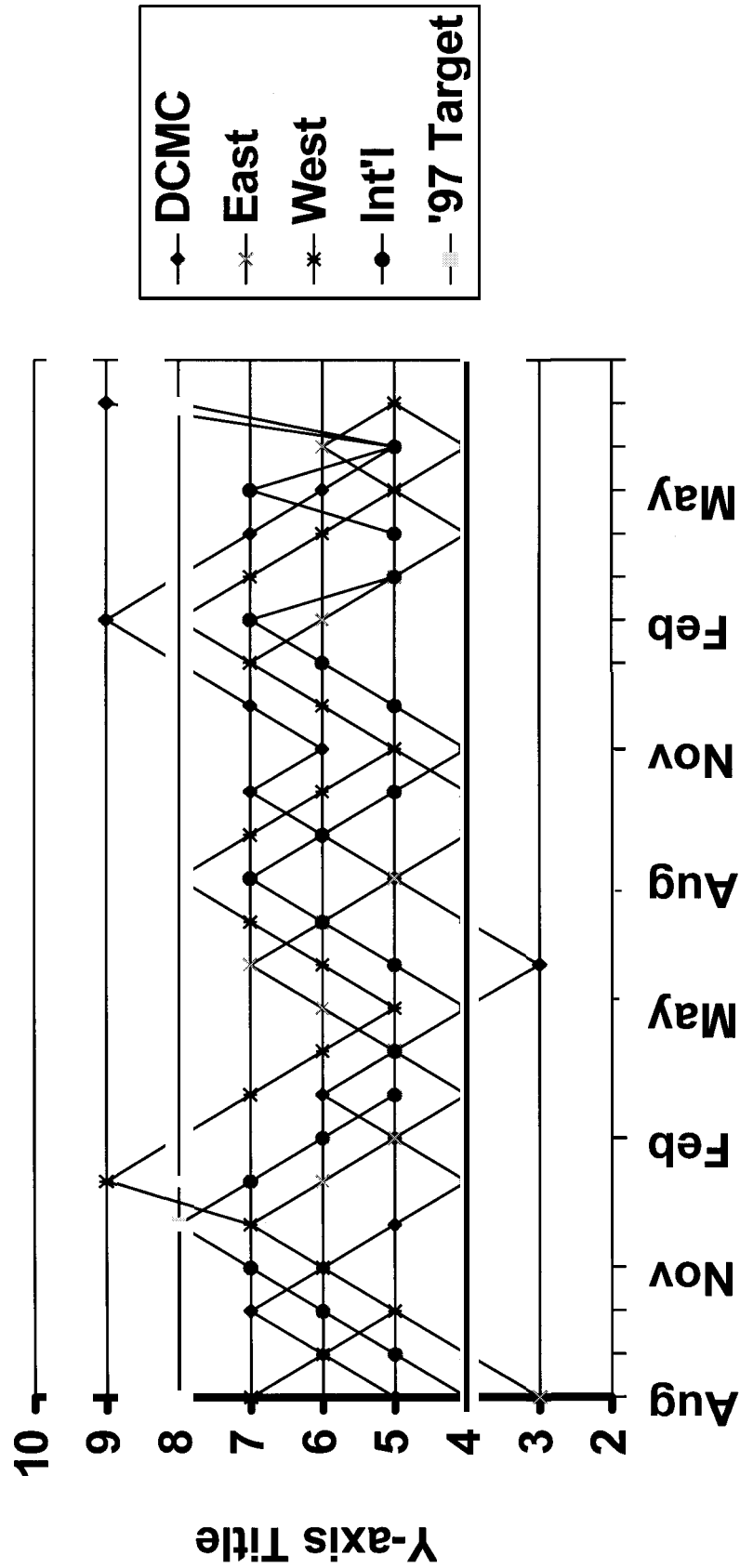
Right "?????:?"
Title of Metric

Status: Color

- Comments re status of metric (see MMR "presentation" guidelines for Mission Performance – Metrics)

Business Plan Reference

Metrics Performance Analysis for Monthly Management Reviews

- **How are we doing?**
  - Going to meet target?
    - Does the trend look favorable? Trend analysis (hybrid): plot some dots, put a line down the middle, if extended to end of year does it go through or to the good side of the target value? (Note: Trend should be a logical result of whatever was done to change the process.)
    - Yes - go to next metric
   - No - find out **why?**
  - . There is no target - now what?
    - Are we maintaining performance level? Trend analysis again - see if the line goes through or to the good side of the baseline value (the year's starting position) at the end of the year.
      - Yes - Go to next metric
   - No - Find out **why?**
- **Why?**
  - Three reasons:
    - Reason 1- Operating elements not performing to process capability (operating elements are Districts/CAOs/individuals from HQ perspective, CAOs/individuals from District perspective, individuals from CAO perspective) and/or,
      - Review operating element (District and CAO) performance
        - Are they the apparent reason for not projecting/achieving victory or for taking the nose dive? Quick and dirty:
          - Compare the performance of the separate elements in a Pareto diagram to the average of the operating elements.
          - If the "outliers" (significantly different than others) were performing at the average for all operating elements would victory be at hand?
          - If the rest of the operating elements (non-outliers) were performing at the average level of the best three elements, would victory be at hand? (Presumes the top dogs are playing by same rules as rest)
            - . If Yes - Go visit them - carry the word - show them the way
            - If No - Go to Reason 2.
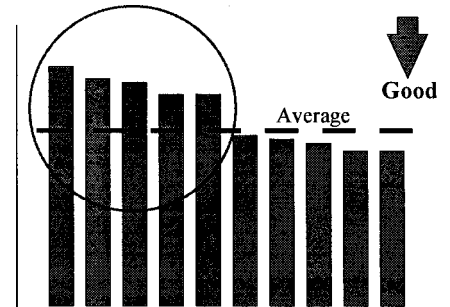
    - Reason 2- Something is amiss with the process
      - Do "root cause" analysis of process - MUST know what drivers of process are and have data.
        - Look at performance of ALL process drivers (a.k.a. - "feeder" metrics, critical process variables)
        - At least one should be exhibiting performance that would explain lack of performance (see "Going to meet target?" above). May have more. Some may be going south in a big hurry while others hold steady, easy to attribute blame. Some maybe getting worse while others getting better, not so easy.
          - If yes - Do root canal on one(s) in trouble
          - If no - Go to Reason 3
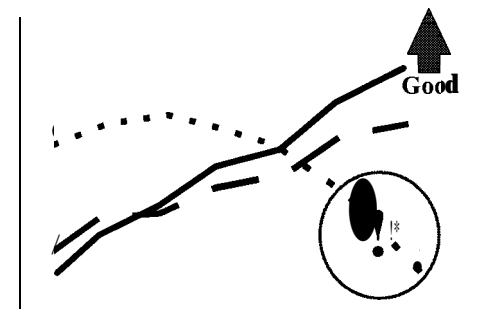
    - Reason 3- Nothing done to change process (includes resources used to execute the process)
      - . If you did something it evidently didn't address the process drivers. What's the new plan?
      - If you didn't do anything, what's the plan?

ATCH 4

Performance Improvement

Milestones

Performance Impact

Actual

Performance Goal:

Target:

Status:
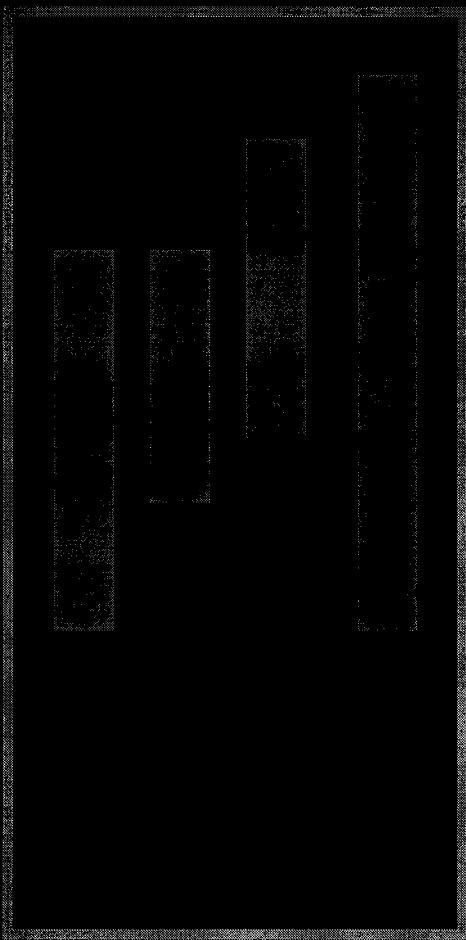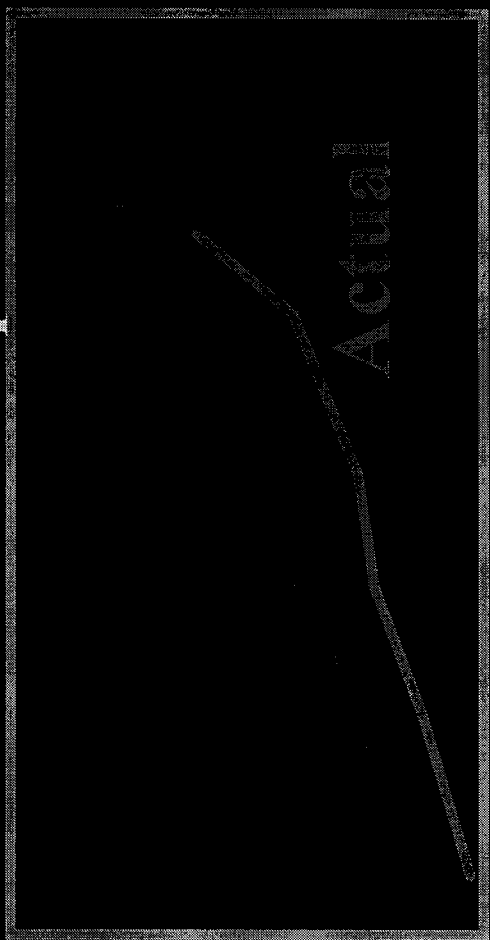
POC:

Business Plan Reference

ATCH 5

Performance Goal X.X.X
Title of Performance Goal

Status: Color

- Comments re status of Performance Goal (see MMR "presentation" guidelines for Performance Improvement – Performance Goals (Challenges and other initiatives))
- Use this same format for comments re Resource Management (Budget and Manpower)

Business Plan Reference

ATCH 5a

Performance Improvement

1997 Business Plan – Performance Goals	DCMC	East	West	Int'l
• (1.1.1) Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS)				
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications				
• (1.2.2) Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule				
• (1.2.3) Increase overall DCMC ROI by 10% over the FY 96 baseline				
• (1.3.1) Continually improve all facets of the contract close-out process (Targets=Less than 5%/20% overage contracts for those with/without canceling funds respectively)				
• (2.1.1) Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites				
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)				
• (2.1.3) Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century				
• (2.1.4) Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS)				
• (2.1.5) Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS STANDARDIZATION)				

ATCH 6

Performance Improvement (Con't)

1997 Business Plan - Performance Goals	DCMC	East	West	Int'l

- (2.1.6) Support info technology initiatives by deploying 90% of projects selected in the IRM plan on schedule (INFORMATION TECHNOLOGY INITIATIVES)

- (2.1.7) Develop/deploy small quantity of outcome-oriented performance measures which best portray performance of core processes (METRICS)

- (2.1.8) Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA)

- (2.2.1) Use the results of Performance Based Staffing Assessment to better structure and utilize the workforce

- (2.3.1) Improve mission and support processes by conducting management control reviews and annual USA; incorporate areas for improvement into planning process

- (2.3.2) Assess organizational performance through the accomplishment of 30 IOAs during FY 97

- (2.3.3) Continue benchmarking projects that were started during FY 96

- (2.3.4) Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations

- (2.3.5) Refine internal assessment (INTERNAL ASSESSMENT)

- (3.1.1) Reduce facilities costs - bring footage[2] of office space into compliance w/DLA standard - move offices from leased space into DoD space

- (3.1.2) Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide

Performance Improvement (Con't)

1997 Business Plan – Performance Goals	DCMC	East	West	Int'l
• (3.1.3) Increase civilian supervisory ratio to 13:1				
• (3.1.4) Prepare for DBOF (DBOF CHALLENGE)				
• (3.2.1) Develop and implement an integrated management system				
• (3.3.1) Improve elements of the work environment that enhance employees' well being, satisfaction, and productivity				
• (4.1.1) Maintain overall customer satisfaction level greater than 4.0 (1-6 scale) across ACAT PMs/PCOs and Commodity Managers/PCOs				
• (4.1.2) Field activities continue to solicit customer satisfaction information via Trailer Cards				
• (4.2.1) Increase FEDCAS reimbursable hours to 159,053 by close of FY 97				
• (5.1.1) Establish, maintain, and improve a strategic workforce development system that addresses current and future skills needed to satisfy customer requirements (WORKFORCE SKILLS)				
• (5.2.1) Increase the percent of eligible organizations having partnership agreements and/or partnership councils				

Resource Management

Business Performance Metric

	DCMC	East	West	Int'l
• Budget Execution				
• Total				
• Direct				
• Reimbursable				
• Personnel				
• Full Time Equivalent Execution				

ATCH 7

DCMC FY 96 Direct (or Total Execution)

Millions of dollars

Authorized: $667.0M   (3rd Quarter)
Planned obs: $594.2M
Actual obs: $579.3M

$927.3M
Annual Authorized

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Authorized	236.051	236.051	236.051	461.027	461.027	461.027	667.02	667.02	667.02	927.3	927.3	927.3
Plan	67.92	145.534	207.641	275.39	335.046	386.386	446.316	520.37	594.213	663.92	727.896	
Obligations	67.644	145.731	207.027	243.91	335.046	396.158	431.414	557.171	579.308	0	0	0
Expenditures	40.947	92.331	185.556	239.999	316.448	412.764	477.266	562.764	620.313	0	0	0

Authorized   Plan   Obligations   Expenditures

Obligations/plan: 97%

ATCH 8

DCMC FY 96 Reimbursable Execution

Millions of dollars

Authorized: $133.8M (3rd Quarter)
Planned: $129.9M
Actual: $123.8M

$177.3M
Annual Authorized

200
150
100
50
0

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Authorized	48.116	48.116	48.116	97.345	97.345	97.345	133.849	133.849	133.849	177.311	177.311	177.311
Plan	14.066	27.495	42.52	56.245	70.17	84.826	99.999	117.033	129.906	141.256	53.717	170.215
Earnings	14.066	26.466	39.243	54.188	72.255	88.065	99.645	117.063	123.871			

Authorized ─●─ Plan ─▲─ Earnings

Earnings/Plan

Performance Goal X.X.X
BUDGET STATUS

Legend:
- Authorized
- Obligated

Y-axis: 0, 50, 100, 150, 200, 250, 300, 350

X-axis: 1st Qtr, 2nd Qtr, 3rd Qtr, 4th Qtr
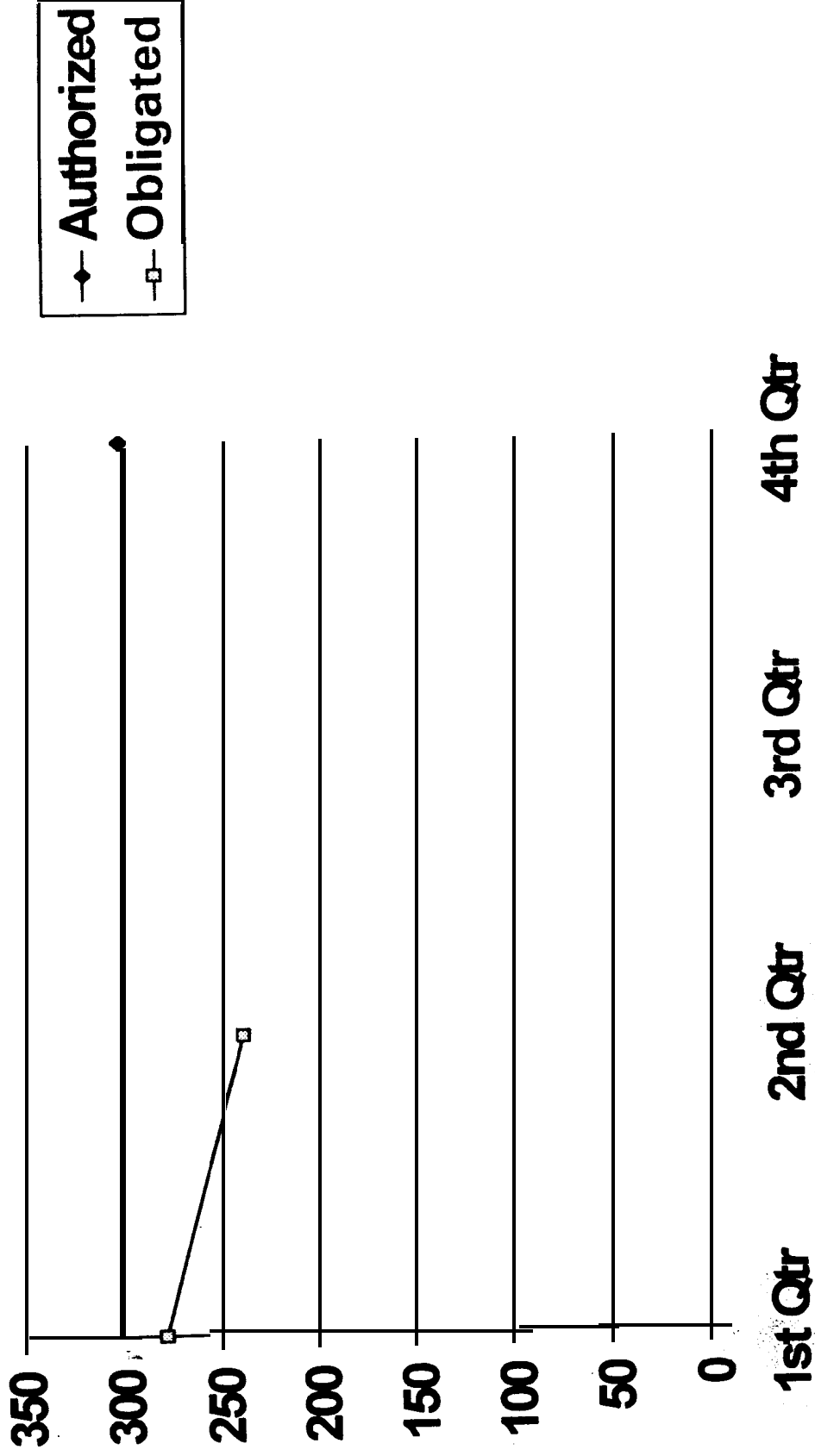
Funding Authorized: $1,209K

DCMC FY 96 FTE Execution

FTEs in Thousands

Start: 16,0 4

Ta ge   5,55o

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Plan	16.258	16.074	15.89	15.848	15.811	15.597	15.574	15.554	15.537	15.453	5.528	5.54	5.55
Actual	16.258	15.692	15.551	5.4ª1	15.433	15.436	15.358	15.353	5.323	15.315			

+ Plan   Actual
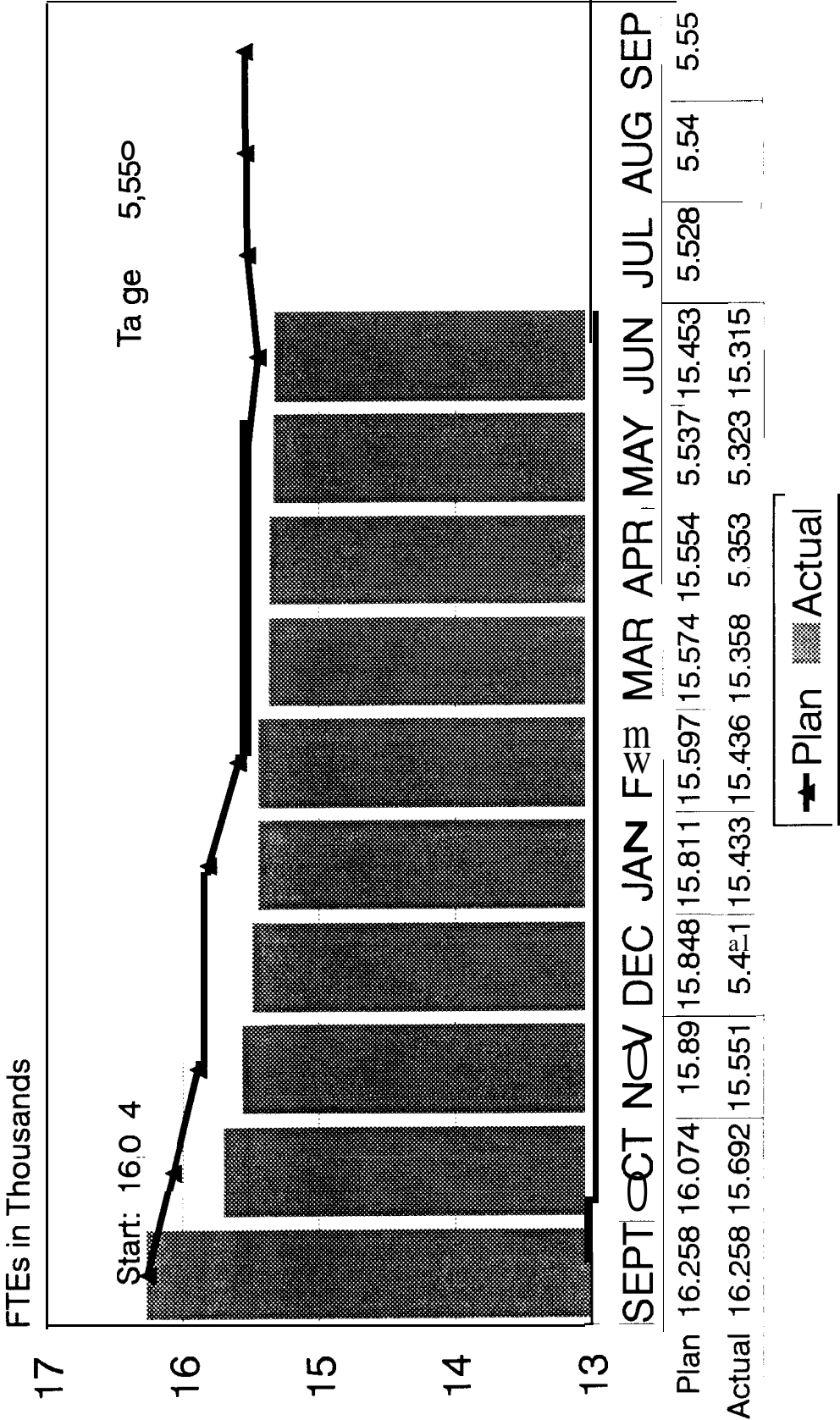
Actual/Plan: 99%

ATCH 9

Commanders' Assessment

- Prediction of overall success in meeting performance goals/targets based on progress to date and impact of actions yet to take effect

- Factors impacting/likely to impact ability to attain goals/targets/plan execution

- Etc.

ATCH 10

Time Phased Sequence of Steps to MMR Presentation

Final Briefing form:
(Briefing is ready for presentation in electronic form; can print at last minute from this media)
. Point Paper read-ahead to DCMC-D (AQBC/AQBA/AQOG; **D-2**)
. Final adjustments based on AQO/AQB input (AQBC/AQOG/AQBE; **D-2**)
- "Pre-brief" at AQO/AQB level (Team Chiefs; **D-3**)
  - Charts - Metrics/Performance Goals/Resource Performance - performance plus analysis)
  - Talking points for above (integral part of presentation charts)
. E-mail "final" form to all others (Districts/HQ) (AQBC; **D-4**)
- Put in "final" form (AQBC/AQOG/AQBE; **D-4**)

Draft Briefing form:
(Briefing includes all information/data, including talking points, arranged in proper sequence in any easily transferable form):
. Review at District/HQ level - team leaders at HQ and ops/budget chiefs at Districts (**D-7**)
  - Charts (Basic performance/accomplishment plus analysis) (charts can/should be hand drawn/written)
  . Talking points for above (explanation of . ..)
  . Determine status of actions on performance goals
  . Rate metrics and Business Plan performance goals (G/Y/R) by DCMC/E/W/I
(HQ initiates VTC/Teleconference (w/fax or e-mail copies) with Districts to conduct real time review of draft charts and order of presentation; process owners/champions and resource managers/planners (business office) included.)

Analysis Coordination:
(Process owners/champions agree on cause of performance to be briefed)
- "Agree" on performance analysis - cause(s) of performance (**D-10**)
  . Pacing operating elements (CAOs)
  . Basic process driver(s)
. Exchange analysis charts (HQ/District)(**D-12**)
(HQ responsible for leading analysis of basic process driver in coordination with District process champions; Districts responsible for doing pacing CAO analysis; analysis charts are exchanged and subject of conference call; parties agree on cause for each District and Command overall performance during call; may acknowledge that they cannot determine root cause at present time.)

Performance Coordination:
(Process owners/champions agree on performance numbers that will be briefed)
. Agree on basic performance numbers (HQ/District staff) (**D-16**)
(Conference call initiated by HQ metric owner with all Districts; review metrics on line in AMS; establish schedule and responsibility for any actions required to "correct" data.)

MMR Theme/After Action Items:
(HQ establishes "theme" for next MMR and publishes Action Items)
. HQ (AQO and AQB) establish theme for next MMR (AQBC/AQBA/AQOG)(**D-25**)

ATCH 2

(HQ sends e-mail to District Ops Chiefs and Planners which provides guidance that all parties use to set priorities for analysis of performance and presentation)

. HQ publishes Action Items (AQBC)**(D-25)**

(HQ sends e-mail to District Ops Chiefs and Planners which includes all action items from previous month's MMR.)

. HQ owners debrief District owners (AQO/AQB staff)**(D-27)**

(HQ process/measure/initiative owners call District POCs/champions/owners - relate what was discussed at MMR re their areas of interest, to include mention of lack of discussion if that was the case, and overview of MMR in general.)

The graphic at the right illustrates the difference between the way coordination and information exchange was affected (Before) in the past. The "After" position shows how it will be affected using the coordination scheme outlined above. Process owners and champions in the Headquarters and Districts will function as a team in not only performing performance analysis but in producing comprehensive plans to improve performance (Performance Goals).